

INTRODUCTION

When in 1989 the Polish society undertook difficult socio-economic changes, during the first years focus was placed primarily on economic and political changes, mainly to stabilise the economy and halt the skyrocketing inflation. The shift from centrally planned to market economy has subsequently become one of the flagship achievements of the Polish political transformation, renowned virtually all over the world. In its first years, the Polish political transformation benefitted from the support of Western experts, researchers, and practitioners of management, but gradually Poland witnessed the process of building new management and research cadres who were primarily looking for the answer to Polish problems with managing newly emerging enterprises. However, what was particularly important from the perspective of the citizen, and yet hardly reported worldwide, was the introduction of territorial self-government in Poland – communes in 1990 and districts in 1999. Therefore, educating and training managers, leaders, self-government officials and central administration staff had become a crucial challenge for the Polish academia at the time, as had conducting research on the development of the public sector. They had drawn on global experiences, in particular European ones, but to a large extent concentrated on the academic search for solutions that would prove useful for the developing sphere of public institutions in Poland. As early as 1997, in the Institute of Public Affairs of the Jagiellonian University, a group of researchers interested in issues of public management was formed. It was the first in Poland, a clearly institutionally distinct research group dealing with this issue. The initial fascination of numerous researchers with New Public Management evolved and in time became more contemplative and critical towards liberal trends of public management. Alongside advancing research, increasing international cooperation, and incorporation of the new generation of researchers into the team, dominant research paradigms changed and what began to crystallise were areas of interest corresponding with the main contemporary trends of public management studies.

Currently, teams at the Institute of Public Affairs conduct research concerning contemporary methods and techniques of public management, operations of the public sphere in Poland and the European Union, and public policies – their creation, execution, and influence on the shape of the public sphere and social life in Poland. Areas such as educational management and higher education institutions, territorial management, civic society, non-governmental organisations and informal movements, managerial control and prevention of pathologies in public and non-governmental institutions, as well as projectification of the public sector are being studied as well. Researchers also join the main currents of

management studies – multi-paradigm, contemporary methods and techniques of management, or organisational environment. Hence, the diverse spectrum of our research interests presented in the present publication. This compilation aims at presenting selected, yet important areas of academic research conducted by teams at the Institute of Public Affairs of the Jagiellonian University.

The content of the book was divided into eleven chapters that focus on using tools and instruments of modern public management.

In Chapter One, Łukasz Sułkowski and Regina Lenart-Gansiniec attempted not to comprehensively describe the multi-paradigm in human resources management, but rather indicate possible changes in the most common cognitive approach proposed by G. Burrell and M. Morgan. Therefore, the chapter presents the typology of human resources management paradigms and megatrends in human resources management in the public sector. The final part of the chapter features an analysis of the possibilities of using the multi-paradigm in proactive leadership in the public sector. In the conclusion, the authors insist on the need for academic consideration of human resources management with the use of the multi-paradigm approach. In their opinion, it enables achieving a multifaceted perspective on this issue.

Chapter Two, authored by Zbysław Dobrowolski, presents the issue of pathologies in public organisations. It explores the phenomenon of organisational pathologies from the perspective of management studies as well as directions of preventing organisational pathologies. The author leads the reader to the conclusion that solutions to the occurrence of organisational pathologies should be accompanied by disintermediation and despatialisation of information, as well as coordination of preventive actions, counteracting the reduction of the overall effect of the actions taken. The author also indicates new research problems: what are the reasons for the failure to ratify the civil law convention on corruption by all its parties, and how does it impact the effectiveness of corruption prevention, as well as to what extent the phenomenon of cooptation in the public sector influences the effectiveness of the anti-corruption programme?

Management of territorial development in times of uncertainty is characterised in Chapter Three by Aleksander Noworól and Paweł Hałat, who describe in detail the notion of territory and the questions of development and territorial development management. The authors conclude that the process of territorial development management is an interdisciplinary problem, connected with the sphere of political life as well as urban development policy. Furthermore, they discuss the nature of the shift in the institutional order as well as endo- and exogenous models of territorial development, including urban movements and hybrid partnerships. In conclusion, the authors insist on the need to respect the importance of social movements and new mechanisms of dialogue and participation.

In Chapter Four, Rafał Musialik presents selected economic problems of the concept of public value. The author introduces the reader into a relatively rarely explored area whose research utility is, nevertheless, considerable. The thesis of his paper is a claim that the concept of public value cannot be reconciled with the neoclassical paradigm in economics. The article explains what public value is and who its subject is. It also devotes attention to the issue of deciphering and aggregation of preferences as well as the multiplicity of public values. The author establishes that the concept of public value seems to be devoid of foundations. Moreover, some of its assumptions engender questions that still do not have answers. The author's acknowledgement of a need for a new paradigm, rejecting the neo-classical paradigm, closes that part of the study.

Chapter Five, authored by Justyna Maciąg, Agnieszka Szczudlińska-Kanoś, and Janusz Sasak, presents the characteristics of social participation in the process approach as exemplified by self-government territorial units. The authors define social participation as citizen's participation in managing the affairs of the community to which they belong. In their chapter, they raise issues of process approach in public organisations, and social participation in the process approach using the example of the ISO 9001 Standard. Then, from the perspective of this standard, they determine the question of the organisational context, stakeholders, needs and requirements of customers, service quality assessment, risk, management of knowledge, management of change, and improvement of the public organisation. The authors concede that a correctly implemented process management system, compliant with the requirements of the ISO 9001 Standard, can support the concept of good governance, including the idea of social participation.

In Chapter Six, Małgorzata Marzec identifies the levels of an analysis of trust in public organisations. She starts with an assumption that an appropriate level of trust in an institution providing public services enables creating positive relationships between this institution and its stakeholders. The author presents the features of a trust-based public organisation as well as the types of trust. She also reviews the results of analyses conducted by various research units concerning the level of trust in the public sector. She emphasises that trust is a value indispensable for the functioning of public organisations, but it should be conscious and continuous, based on shared values, adapted to society and oriented on the verification based on empirical information as well as particular actions executed by these organisations.

Chapter Seven, authored by Ewa Bogacz-Wojtanowska, Jan Meisel-Dobrzański and Katarzyna Peter-Bombik, presents directions of changes in the management of Polish NGOs in processes of governmentalisation and marketisation. In their considerations, the authors draw attention to both questions con-

nected with the management of finances in the third sector, and quality management processes and learning in non-governmental organisations. Directions of changes occurring in the third sector are analysed, to a large extent, in the context of the influence exerted on it by the public sector. The authors remark that the influence of the public sector on the non-governmental sector is considerable, which often results in dependence on public financial resources and advancing institutionalisation. At the same time, the authors conclude that the state's retreat from a broad partnership with NGOs, widely regarded as disadvantageous and dangerous for the Polish democracy, that could have been observed in the recent years at the central level, could prove to be beneficial in stopping the processes of the third sector governmentalisation.

In Chapter Eight, Dariusz Grzybek and Małgorzata Lendzion discuss the idea of the state as the Employer of Last Resort. In their article, the authors present the concept of ELR and selected examples of its execution abroad, as well as a consideration of ELR application in Poland, based on the potential of social cooperatives. The authors indicate that increasingly often, public administration bodies decide to work together with social cooperatives due to their achievement of social and economic goals that serve reintegration into society and securing jobs for people in the groups most likely to be affected by social exclusion. In the conclusion, the authors claim that it is worthy of consideration whether social cooperatives, receiving constant, and not temporary subsidies or occasional support from public institutions, could become the foundation of a Polish ELR programme, eventually contributing to permanent reduction of unemployment among the weakest groups on the labour market.

Design thinking, as an effective way of approaching the process of solving problems of the contemporary public management, is the subject of considerations in Chapter Nine. The article by Grzegorz Baran and Mateusz Lewandowski is a review, based primarily on the method of analysis and criticism of the literature concerning design thinking and public management in the broad sense of the term. The authors present the essence, origin, and significance of the design thinking concept for management. They remark on the increasing need for implementing innovations in public sector management, and the fact that to face these challenges it is necessary to look for new instruments. The authors suggest that one of the key propositions could be including design thinking into managerial processes. At the same time, they emphasise that despite the potential of design thinking to solve various problems of public management, which is already in use in the Polish public sector, the acknowledgment of this potential is still very limited and uneven. In the conclusion of the chapter, they postulate the need for in-depth studies of the literature and exploratory research, especially of the role of design thinking in the evolution of performance management, in

shaping dominant models of public management and in preventing and combating social exclusion.

Chapter Ten, authored by Beata Jałocha and Grażyna Praweńska-Skrzypek, concerns the processes of shaping and implementing public policies in the context of projectification processes. The authors aim at joining the discussion about the consequences of project work for the execution of public policies. The chapter starts with defining and explaining the concept of public policies. It is followed by an analysis of the origin of public sector projectification processes, as well as the consequences of this phenomenon. The authors remark that under the influence of the public sector projectification, we can witness a kind of dichotomy in terms of permanent or temporary character of actions taken by public sector actors, which is reflected in the process of shaping and implementing public policies. The chapter ends with a conclusion of an urgent need for an in-depth scientific consideration and discussion about the impact of projectification on public policies, which in the long-term could enable minimising its negative effect on activities conducted for the realisation of public good.

The objective of Chapter Eleven, authored by Grzegorz Mazurkiewicz and Joanna Kołodziejczyk, is to outline “the broad context” which, according to the authors, should constitute a point of reference for the ways of thinking about the directions of educational management development in schools. In describing the context, the authors refer to the selected major aspects of the contemporary world that impact the condition of the world and the human being. At the same time, they postulate mindful, responsible actions which take into account precisely these aspects in all management and educational management initiatives. The authors indicate three main areas where negative phenomena cumulate that can be observed in the contemporary world: natural environment, social environment, and interpersonal relations. In the times of Interregnum, as the existing management concepts have failed and the appeal of the capitalist system has run its course, new solutions must be found. The authors state that both education and management can impact the world of the future by building beliefs and mental models, reinforcing certain values or building relationships between people. Transferring their considerations to the area of educational management, the authors remark that particularly important for educational management are those concepts and methods that accentuate participation and inclusion of various school entities into management processes. The authors also emphasise the importance of focus on cooperation and shared, negotiated values, based on which a common notion of the school and its management are built.

Each chapter ends with a summary and practical remarks. The intention of the authors was to provide concrete examples, justifications, and courses of action which could be used by representatives of public organisations as well as

researchers specialising in public management. Particularly the references to the literature included at the end of each chapter can be helpful during further studies and inquiries, or as an inspiration. Perhaps they would become a topic of discussion, polemics, criticism, or negation. The authors hope that this publication will contribute to the increase of interest in the issues of public organisation management.

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